



## Coast Guard Academy Board of Trustees

### Board of Trustees

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Knowledge Officer (G-CIT)

VADM Costello (Ret.)

RADM Busick (Ret.)

### **U.S. Coast Guard Academy Board of Trustees**

January 2003 Meeting (Winter Offsite)

The 2003 Board of Trustees (the Board) winter offsite was held at the U. S. Naval Academy (USNA) 30-31 January 2003. The specific purpose of the meeting was to discuss the current status of the Coast Guard Academy's (CGA) Congressional Board of Visitors (BOV).

#### In attendance:

RADM Venuto  
RADM Olsen  
RADM Kinghorn  
RADM Brice-O'Hara  
RADM Pearson  
VADM Costello (Ret.)  
Dr. Heiner  
Mr. Mills  
Mr. Horowitz  
COMMO Melera  
RADM Busick (Ret.)

The one-and-a-half day meeting incorporated briefs by VADM Naughton (Superintendent, USNA), RADM Roughead (Navy Chief of Legislative Affairs and prior Commandant of USNA), and a tour of the USNA facility. RADM Eldridge and Ms. Nancy Eble attended the meeting on day two and provided insights from a G-I perspective.

#### Background

There is a view that the CGA BOV structure may not be serving the needs of the CGA to a level it deserves. During the last BOV visit to the CGA, for example, only two members attended while the other members sent a staff representative. However, this is not necessarily the fault of any BOV member. A host of reasons may exist for this apparent disengagement, e.g., appointments described in the statute may not effectively link the "right" types of members to the CGA (Board appointments are quite different compared to the USNA BOV), distance between the CGA and Capital Hill, shifting and pervasive priorities that plague BOV members, no BOV/CG meeting held in the Washington, DC area in recent memory, etc.

Board members have discussed the concerns related to the CGA BOV for quite some time. The winter offsite allowed the Board to dedicate 1-1/2 days to address these concerns. VADM Naughton and RADM Roughead provided sound insight, perspectives, and lessons learned from their experiences with the USNA BOV. Successes with the BOV were attributed to Executive Branch involvement (i.e., Presidential and Vice Presidential appointments). Additionally, the large number of Congressional members from Maryland played a key role in USNA BOV success, along with the close proximity of the Academy to Washington, DC. The USNA BOV also conducts quarterly meetings, one of which is normally held on Capitol Hill. The Board spent approximately four hours discussing the pros and cons of an involved BOV, whether to proceed with a plan to revitalize the BOV, and required outputs to establish a new BOV if the Board felt such an initiative was in the best interest of the CGA and the Coast Guard at-large.

### **Costs and Benefits**

As with virtually any system change, pros and cons exist. Several Board established pros and cons associated with an active BOV follow:

<u>Pros</u>	<u>Cons</u>
<ul style="list-style-type: none"> <li>• Could be a strategic asset</li> <li>• Provides a sense of political reality</li> <li>• Advocate (e.g., sufficiency vs. margin of excellence)</li> <li>• Increased CGA and CG visibility</li> <li>• Enhances CGA and CG prestige</li> <li>• Stimulates new ideas/new ways of thinking</li> <li>• Source for new ideas</li> <li>• Perceived parity with DoD (USNA)</li> </ul>	<ul style="list-style-type: none"> <li>• Control (e.g., BOV may have ideas, recommendations not aligned with the CGA or CG)</li> <li>• BOV may lead to earmarking of appropriated funds</li> <li>• CGA could become a target</li> <li>• Requires change/new ways of thinking</li> <li>• Requires resources/time to pursue BOV change</li> </ul>

### **BOT Dialogue**

Dialogue among Board members ranged from ideologies of traditionalism versus venture, costs versus benefits, and past versus future. Ultimately, the Board unanimously agreed that a new path must be marked. One sentiment resonated with many Board members, i.e., the illogical notion of continuing to engage in the same activities (that ostensibly do not work) with an expectation of better results (vis-à-vis, expecting the BOV to become more active with no change in CG action). In the end, the Board agreed that a change in the current BOV system must occur.

Board considerations relating to BOV change:

- Main focus is to establish parity with DoD.
- The necessity to develop a strategic plan to chart a course of change.
- The need to clearly understand the differences between the BOT and BOV.
- A thoughtful approach to developing a recommended statute that identifies BOV membership.
- Determining how best to attempt change in a politically dynamic environment.
- Understanding that explicit BOV/CG dialogue associated with resources is taboo, however, implicit resource issues will become self-evident within the BOV.

- The timing of Legislative Change Proposal (LCP) submission (i.e., submit one now, at the beginning of a new session, or wait for the next Congress?). It was agreed that the timing for a change in the CGA BOV was right considering the impending transition from the Department of Transportation to the Department of Homeland Security.

### **Recommendation**

The Board Chairman will meet with the Commandant in the near future and discuss a change to the BOV as described in the Enclosure. The Enclosure consists of two parts. Part one provides an overview that includes: a description of the change, the current state, and a comparison with the USNA BOV.

A CGA BOV charter will need to be developed if a change in BOV structure is approved.

### **Other Business**

The Board agreed that the subject for the next Board meeting (3-4 April) would be the strategic positioning and impact of homeland security on the academic and professional/career development programs at the Academy.

The Board agreed that the Governance Committee would develop an inventory of key responsibilities of the Chairmanship for documentation purposes and to conduct an assessment of the effectiveness of the current Chair. The results of this will be discussed during the Board development session in April.

### **Resolution**

A resolution commending Mr. Tom Mills for superior service to the BOT was approved and presented. RADM Paul Busick (Ret.) assumes the Mr. Mills' ex-officio position.

### **Upcoming Meetings**

Spring Meeting: 3-4 April 03 (meeting begins at 1200, 3 Apr)  
Fall Meeting: 19-21 Nov 03  
Winter Off-Site 04: 28-30 Jan 04

K. T. Venuto  
Chairman

Enclosure

## **Proposed Legislative Change to Title 14 USC 194: Coast Guard Academy Board of Visitors**

### Overview

The following proposed legislative change aims to seek parity between the U.S. Coast Guard Academy and the DOD Service Academies. The concept of the proposed change was developed during a recent CG Academy Board of Trustees (BOT) meeting held at the U.S. Naval Academy (30-31 January 2003). The proposed statute modifies the composition of the current CGA BOV. The proposed composition reflects the structure of the BOV for the DOD Service Academies. There are, however, fewer members listed on the proposed statute compared to the statute that charters the Board of Visitors for the DOD Service Academies (10 members recommended for the proposed statute versus 15 members for the DOD Service Academies. It is important to note that the number of CGA BOV members identified herein equals the current number of CGA BOV member(10) . This proposal does not increase CGA BOV membership.

### Recommendations BOV Composition

The following CGA Board of Visitors composition is recommended. The format of the recommendations is:

1. List the CGA BOV recommendation,  
(Versus)
  2. Identify CGA BOV current state, and;
  3. Provide USNA BOV obligation outlined in the statute as a comparison.
- 
- 1) Include: the chairman of the Committee on Commerce, Science and Transportation of the Senate, or his designee;

Versus

Mandating that the Chairman be a member

(USNA BOV statute includes chairman of the Committee on Armed Services or someone else to serve in his capacity)

- 2) Include: the chairman of the Committee on Transportation and Infrastructure of the House of Representative, or his designee

Versus

Mandating that the Chairman be a member. (Note: Transportation and Infrastructure was previously known as Merchant Marine and Fisheries.)

(USNA BOV statute includes chairman of the Committee on Armed Services or someone else to serve in his capacity.)

- 3) Include: three persons designated by the President

Versus

(current statute) No Presidential appointee or appointees are identified

(USNA BOV statute includes six persons designated by the President Enclosure

4) Include: two persons designated by the Vice President or the President pro tempore of the Senate, one of whom is a member of the Committee on Appropriation of the Senate

Versus

(current statute) One Vice Presidential appointee is identified with no requirement that this individual be a member of the Appropriations Committee.

(USNA BOV statute includes three persons designated by the Vice President with a requirement that two be a member of the Appropriations Committee)

5) Include: three other members of the House of Representatives designated by the Speaker of the House of Representatives, one of whom is a member of the Committee on Appropriations of the House of Representatives.

Versus

(current statute) two members of the House of Representatives designated by the Speaker of the House of Representatives (no mention of Committee on Appropriations).

(USNA BOV statute includes four other members of the House of Representatives designated by the Speaker of the House of Representatives, one of whom are members of the Committee on Appropriations of the House of Representatives.)

6) Delete: 1. Two senators designated by the chairman of the Committee on Commerce, Science and Transportation of the Senate; and 2) Two senators designated by the chairman of the Committee on Merchant Marine and Fisheries of the House of Representative.

### **Additional Recommendations:**

In order to remain consistent with the USNA BOV statute, the following subparagraphs are included (subparagraph information is not listed in the CGA BOV statute):

“The Board shall inquire into the state of morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.”

“Within 60 days after its annual visit, the Board shall submit a written report to the President of its action and of its views and recommendations pertaining to the Academy.”

“Upon approval by the Secretary, the Board may call in advisers for consultation.”

TITLE 14 – COAST GUARD

Part I – REGULAR COAST GUARD

CHAPTER 9 – COAST GUARD ACADEMY

Sec. 194. Annual Board of Visitors

(a) In addition to the Advisory Committee, a Board of Visitors to the Coast Guard Academy is constituted of -

(1) the chairman of the Committee on Commerce, Science and Transportation of the Senate, or his designee;

(2) two other members of the Senate designated by the Vice President or the President pro tempore of the Senate, one of whom is a members of the Committee on Appropriation of the Senate;

(3) the chairman of the Committee on Transportation and Infrastructure of the House of Representatives, or his designee;

(4) three other members of the House of Representatives designated by the Speaker of the House of Representatives, one of whom is a members of the Committee on Appropriations of the House of Representatives; and

(5) three persons designated by the President.

(b) The persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is appointed. The President shall designate two persons each year to succeed the members whose terms expire that year.

(c) The Board shall elect a Chairperson who is a current member of the Board.

(d) If a member of the Board dies or resigns, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

(e) The Board shall visit the Academy annually. With the approval of the Secretary, the Board or its members may make other visits to the Academy in connection with the duties of the Board or to consult with the Superintendent of the Academy.

(f) The Board shall inquire into the state of morale and discipline, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

(g) Within 60 days after its annual visit, the Board shall submit a written report to the President of its action and of its views and recommendations pertaining to the Academy. Any report of a visit, other than the annual visit, shall, if approved by a majority of the members of the Board, be submitted to the President within 60 days after the approval.

(h) Upon approval by the Secretary, the Board may call in advisers for consultation.

(i) While performing his duties, each member of the Board and each adviser shall be reimbursed under Government travel regulations for his travel expenses.